



2025/26 Operational Plan and Budget

Proudly delivering results

Acknowledgement of Country

Gladstone Regional Council would like to acknowledge the traditional custodians of this land, the Bailai, the Gurang, the Gooreng Gooreng and the Taribelang Bunda people.

We pay respect to their Elders past, present and emerging.

Gladstone Regional Council is committed to cultivating a culture of inclusion and connectedness, acknowledging that our communities are richer when diversity is embraced.



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WELCOME



Cr Matt Burnett
Mayor

It is our pleasure to introduce Gladstone Regional Council's 2025/26 Operational Plan and Budget.

This is our final Operational Plan to come out of Council's 2021-26 Corporate Plan and we remain committed to achieving the goals, outcomes and objectives we set out to deliver for our community by June 2026.

Each year, we develop our Operational Plan alongside our annual Budget.

In the following pages, you will see how this year's Operational Plan initiatives will enable us to fulfil the goals in our Corporate Plan and meet the evolving needs of our community.

The Budget Highlights, Budget by the Numbers and financial statements demonstrate how we will prioritise and fund both our services and new initiatives.

This year's theme, *Proudly delivering results* is built on the foundations we have set in previous year's themes, *Proudly GRC* and more recently, *Proudly playing our part*.

Our new theme reflects our commitment to achieve meaningful outcomes for our community through focused action, accountability, and a shared sense of purpose.

As an organisation, we will support our people as they deliver quality services and results for our region, forging a Council they are proud to work for and most importantly, a region we can all be glad to call home.



Leisa Dowling
Chief Executive
Officer

OUR CHARTER

Gladstone Regional Council's charter defines who we are, what we do and guides how we work.

VISION

Connect. Innovate. Diversify.

VALUES

Safe

We are uncompromising in our commitment to safety, which is reflected in our attitude, our decisions and our actions.

Ethical

We operate with transparency, openness and accountability at the fore.

Responsive

We respond by being present, proactive and solutions-focused, and we deliver on our commitments.

Visionary

We plan as future-thinkers and opportunity-seekers and we have the courage to shape a better future for our community.

Inclusive

We create and value diversity and we actively demonstrate our commitment to equality and inclusivity.

Community

We care about each other and our environment and we recognise that community is the core of our business.

Efficient

We deliver; we challenge the status quo and we continually find better ways to reduce cost and improve services.

ANNUAL OPERATIONAL PLAN AND BUDGET

Council's annual Operational Plan and Budget details how we action the goals and outcomes of our five-year Corporate Plan.

The 2025/26 Operational Plan and Budget prioritises our core work, aligning efforts to deliver outcomes and focus improvement where it matters most for our community. It includes:

- Initiatives: the most significant improvements for the year
- Services: the essential functions required to meet community needs
- Risks: operational areas requiring focused effort to reduce potential negative impacts
- Financial statements: Statements of Council's comprehensive income and financial position
- Cash flow and changes in equity
- Capital Portfolio: critical infrastructure projects planned for the year

Learn more about Council's focus at www.gladstone.qld.gov.au/plans-reports

Corporate Plan Goals and Outcomes

GOALS	OUTCOMES
Connecting Communities We work with you and for you, supporting the success of our communities.	<ul style="list-style-type: none">• Communities are well understood, with programs and services designed to strengthen our region.• Communities can influence and actively participate in Council decision making.
Delivering Value We work efficiently to deliver value for your rates.	<ul style="list-style-type: none">• Asset Management is smart, effective and efficient.• Capital and Maintenance programs are consistently delivered.• We are easier to work with.• The way we do business is continuously improving.
Resilient Economy We play our part in supporting the success of our region.	<ul style="list-style-type: none">• Support for the region's transition and role as a driver of economic growth.• Increased liveability and visitation to the region.
Our People We look after our people, so they look after you.	<ul style="list-style-type: none">• Our people return home safely.• Our people are proud to work for Council.
Accountable Council We are providing good stewardship built on a foundation of trust.	<ul style="list-style-type: none">• Council has embedded risk management, transparency and accountability into what we do.• Finances are managed to ensure sustainability.• The environment is front of mind in what we do.



REGION OVERVIEW

From Kroombit Tops in the west to the coral lagoons of the Southern Great Barrier Reef, the Gladstone Region is as varied as it is beautiful.

The Gladstone Region is situated on the traditional lands of the Bailai, Gurang, Gooreng Gooreng, and Taribelang Bunda peoples.

Located approximately 500km north of Brisbane City, the Gladstone Region has a population of approximately 65,500 people and a total land area of almost 10,500km².

The city of Gladstone, the areas of Boyne Island and Tannum Sands and the town of Calliope are the main population centres in the region with approximately 57,500 people living in these localities.

Nearly 8000 people live in smaller communities in the region such as Miriam Vale, Baffle Creek, Deepwater, Mount Larcom, Turkey Beach, Rosedale and surrounding communities as well as the beachside localities of Agnes Water and Seventeen Seventy.

The Gladstone Region has a Gross Regional Product (GRP) of \$6.773B with just over 4000 local businesses and nearly 28,000 regional jobs, with about 15 per cent of these in manufacturing. In addition, 20.9 per cent of the Gladstone Region workforce are technicians or trades workers.

The region has a strong record of job creation and investment opportunities, with relaxed living, recreational and tourism options enhancing its liveability and potential for future growth.

In recent decades, the economy has been built around heavy industry with access to a deepwater harbour for import and export trade. Several energy projects, hydrogen, biofuels, solar energy and new waste management practices have been proposed for the Gladstone State Development Area (GSDA), positioning the city of Gladstone as an energy hub and taking the economy in an exciting new direction.

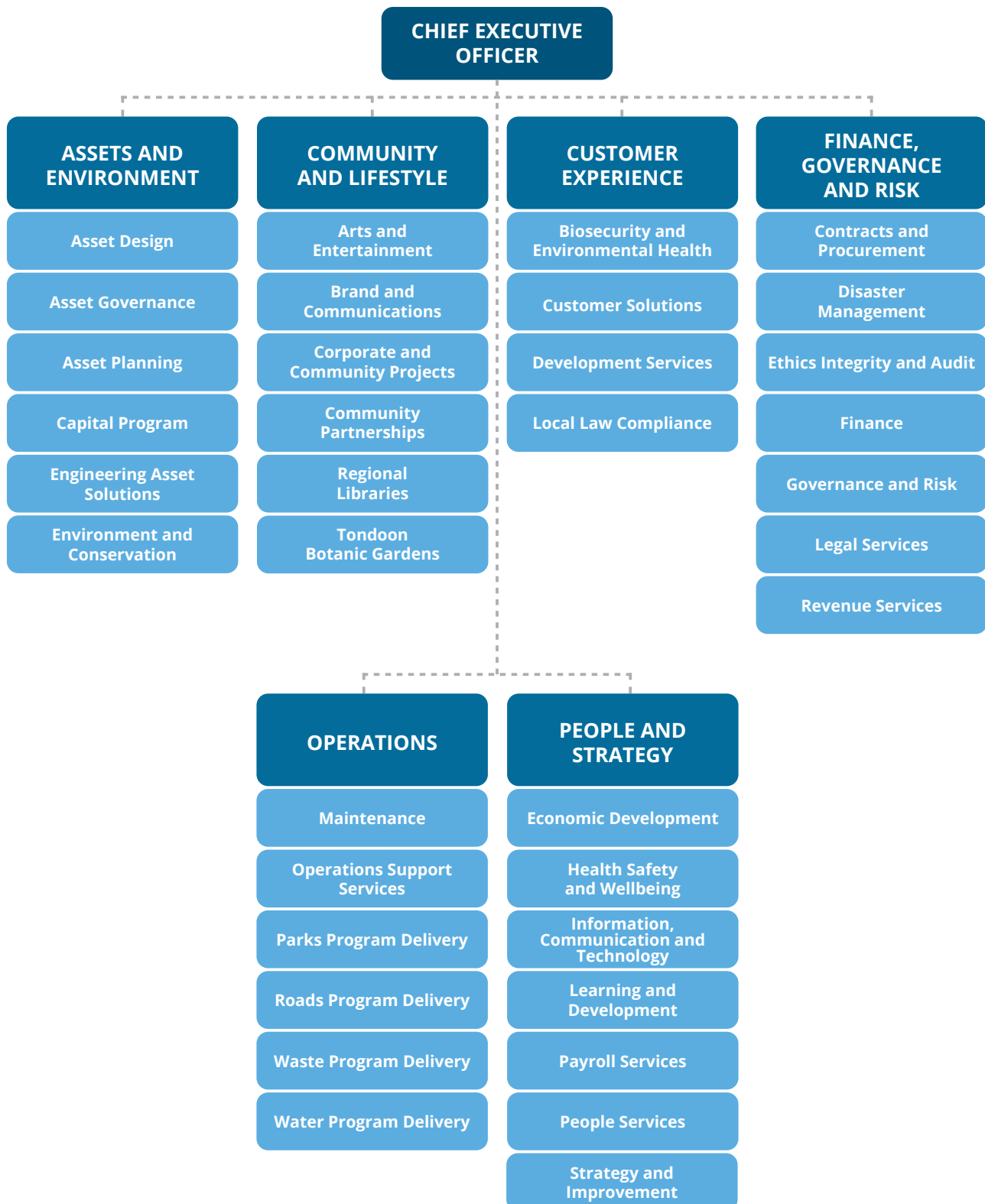
An Eco-Certified destination, the Gladstone Region features plenty of green open spaces, including nationally recognised Gladstone Tondoon Botanic Gardens, award-winning playgrounds and coastal locations where sailing and boating activities are enjoyed.

Residents and visitors can see historical sites, go bush walking, mountain climbing or snorkel the reef to experience the outdoor environment. The region's strength is a great sense of community, with a 'can-do' attitude.

ORGANISATION STRUCTURE

The structure of our organisation supports value for money service outcomes for our community as we work to Connect. Innovate. Diversify.

Our organisation structure is comprised of six business units, outlined below.



BUSINESS UNITS

Assets and Environment

Strategically manages our assets and levels of service to optimise the life cycle costs of our assets. Ensures our services to the community are sustainable, efficient and affordable and that assets are appropriately planned, built, acquired, used, maintained and disposed of.

Community and Lifestyle

Creates genuine connection between community and Council facilities, events, communications and interactions. Designs and delivers programs that contribute to the health, wellness and happiness of the community. Engages in partnerships to foster efficiency, empowerment and enrichment, together building a capable, resilient, inclusive and diverse community.

Customer Experience

Directs and delivers high quality, efficient, cost effective customer, planning and regulatory services to strengthen customer experience, livability and sustainable development.

Finance, Governance and Risk

Sets, implements and monitors the financial, governance, compliance and risk policies and frameworks to allow Council to ensure its long-term sustainability, accountability and transparency, and deliver safe and efficient responses to disaster and emergency events.

Operations

Uses the effective mix of internal and external resources to safely deliver Council's services and programs of work on time, to a high quality and within budget.

People and Strategy

Develops and embeds a safe and high performing culture that encourages innovation and strategy leadership. Builds capability, develops business strategy and enables change initiatives that support Council to execute plans with a clear customer and community focus.

MANAGING OUR RISK

Through the effective management of risk, Council aims to lower the likelihood of negative risks materialising, realise opportunities, improve performance, encourage innovation and support the achievement of Council's objectives, adding value for the entire community.

Council has a comprehensive risk management framework aligned with *ISO 31000 – Risk Management*, that is integrated across the entire organisation encompassing corporate, operational and project risks and is committed to the continual review and improvement of the framework. The Risk Management Framework is based on the following principles:

1. Council is an environment where all employees take responsibility for managing risk ensuring resources and operational capabilities are optimised.
2. A risk aware culture is integral to Council achieving its objectives as well as identifying and creating opportunities. The integration of risk control measures into strategic planning will ensure that Council's exposure to risk is mitigated and opportunities are realised and included.

3. Decision making will be risk-based and informed, demonstrating transparent and responsible risk management processes that align with best practice.
4. Council's risk management culture will enable the organisation to meet legislative compliance.

Council has identified the following corporate risks as having the potential to impact the sustainability of Council and its ability to deliver on the objectives of our Corporate Plan.

Current Corporate Risks

- Asset Management Maturity
- Business Disruption
- Climate Change
- Corporate Governance
- Cyber Security and Critical Control Points
- Financial Sustainability
- Waste Management
- Workforce Safety and Wellbeing
- Our People

These corporate risks are monitored and managed to ensure the long-term sustainability of Council.

MONITORING AND REPORTING

Regular monitoring of performance is fundamental to the implementation of the Operational Plan and Budget. Performance and progress are tracked and reported in four key documents listed below:

Operational Plan and Budget



For the duration of the Corporate Plan 2021-2026, Council will develop five annual Operational Plans. These plans detail the core services and initiatives Council will deliver to incrementally deliver the Corporate Plan. Council's annual Budget is aligned to the Operational Plan.

Monthly Financial Reports



Each month a financial report is presented to Council that compares financial results for the year-to-date to the annual budget and latest available forecast. Council is required to report on the progress towards the budget on a monthly basis, in accordance with s.204 *Local Government Regulation 2012*.

Quarterly Performance Report

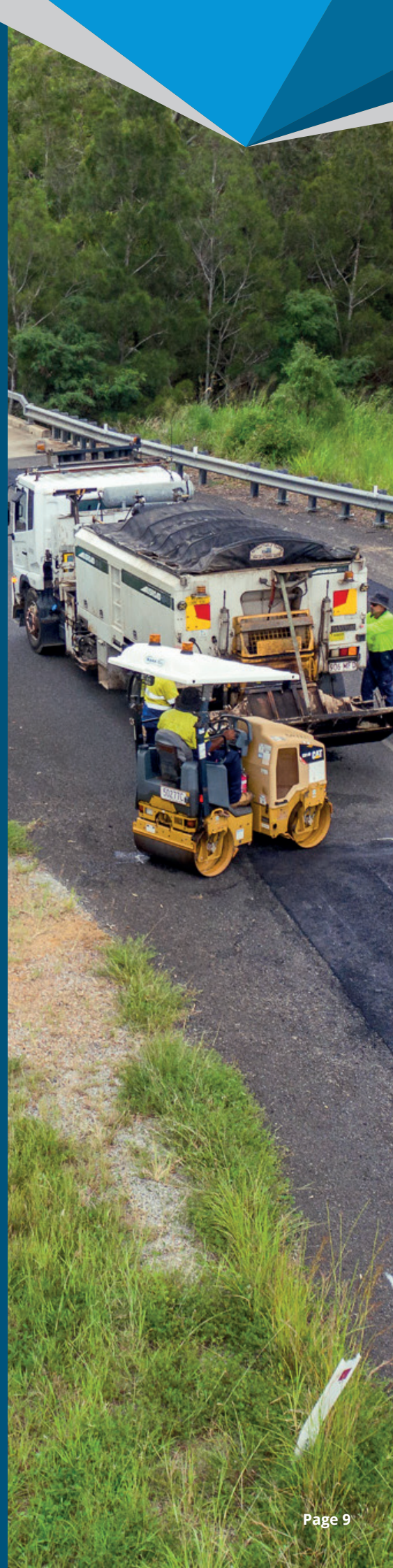


Every three months, a report is prepared and presented to Council for endorsement. Quarterly reports are part of our ongoing monitoring, tracking performance against targets for each Operational Plan initiative. We also include data and highlights demonstrating achievements over the quarter. Councils are required to report on the implementation of the Operational Plan on a quarterly basis, in accordance with s.174(3) *Local Government Regulation 2012*.

Annual Report



At the end of each financial year, Council produces an Annual Report that reviews our performance and provides our community with operational and financial information. This demonstrates Council's performance against the goals, outcomes and objectives set out in the Corporate and Operational Plans. In addition to the operational performance indicators, the Annual Report satisfies our legislative obligations as per the *Local Government Act 2009* and the *Local Government Regulation 2012*.



Budget Highlights

Agnes Water/ Seventeen Seventy

\$2,791,927

Agnes Water - Water Treatment Plant (WTP) Upgrade

\$2,285,662

Round Hill Road - Stage 2 (Pavement Renewal)

\$1,949,117

Agnes Water Skate Park

\$1,525,876

Air Sea Rescue Park - Boardwalk Renewal

\$803,179

Agnes Street, Agnes Water - New Carpark

\$100,000

Seventeen Seventy Marina Precinct - Carpark Upgrade

Ambrose/Raglan

\$100,000

Drainage maintenance and roadside vegetation works

Baffle Creek

\$250,000

Maintenance, drainage and road repairs

Benaraby

\$1,500,000

Benaraby Landfill - Cell 3b

\$96,200

Advanced Water Meter Infrastructure

Bororen

\$560,788

WTP - Site Asset Upgrade and Optimisation

\$493,770

Bororen Memorial Park Septic System Capacity Upgrade

\$87,834

Bororen Cemetery - New Columbarium Wall

Boyne Island/ Tannum Sands

\$9,166,331

Boyne Tannum Aquatic Centre

\$1,840,509

TAN04 Sewer Pump Station Renewal and Upgrade

\$1,690,067

Tannum Wastewater Treatment Plant (WWTP) Inlet Works Upgrade

\$58,200

Millennium Esplanade - Middle Amenities Upgrade

Boyne Valley

\$486,893

Dalga Road - Renew Culvert Structure

Calliope

\$1,556,000

WWTP - Review Aeration Capacity

\$1,420,000

WWTP - Plant Inlet Screening Replacement and Grit Removal

\$1,173,714

Tableland Road - Pavement Rehabilitation

\$230,000

WWTP Irrigation (Calliope District Golf Club Inc) Stowe Road

\$616,367

Calliope River Rest Area Amenities

Captain Creek

\$220,000

Murphy Road - Stabilise Pavement

Colosseum

\$4,245,341

Lowmead Road - Safety and Sealing Upgrade

\$728,000

Blackmans Gap Road - Spiral Wound Pipe (SWP) Culvert Replacement

Curtis Island

\$252,152

Curtis Island Air Valve Chamber Modifications

Deepwater

\$1,895,518

Deepwater National Park Fire Trail Stage 1 - Maude Hill Road to Palm Grove Road

\$50,000

Deepwater Road - Rehabilitation/ Strengthen/Widen Pavement

Gladstone

\$8,326,998

Gladstone WWTP - Inlet Distribution Structure Replacement

\$3,254,120

Auckland Street - Water Main Renewal

\$2,168,717

Gladstone Sewer Mains Renewal

\$1,170,000

Harvey Road Sports and Events Precinct - Design Development

\$1,000,000

A01 Sewer Rising Main to Gladstone WWTP - Replace Section of Main

\$522,826

Harbour Arbour

\$399,528

Gladstone Aquatic Centre - 50m Pool Retiling

\$220,000

Lions Park - Pedestrian Bridge Repair/Replacement

\$238,550

Lake Awoonga Scheme Water Mains Renewal - Glenlyon Road

\$1,538,584

Red Rover Bridge (NRG Loop) - Bridge Upgrade

Lowmead

\$1,059,111

Lowmead Road - Stage 3 Road Renewal

\$115,897

Lowmead Road - Pavement Rehabilitation

Miriam Vale

\$633,968

Alf Larson WWTP Upgrade

\$120,000

Trunk Water Main Renewal

Mount Larcom

\$139,567

Rural Transfer Station Refurbishment

\$55,925

The Narrows Road - Pavement Rehabilitation

Mount Tom

\$236,000

Bindaree Road, Mount Tom Realignment

Rosedale

\$425,500

McPherson Street - Replace Kerb and Channel, Rehabilitate between Diamond Hill Road and James Street

\$246,375

Diamond Hill Road, Rosedale - Pavement Rehabilitation

Rules Beach

\$194,000

Road maintenance

Turkey Beach

\$125,000

Maintenance, drainage and sealed road repairs

Yarwun

\$3,167,000

Yarwun WWTP Diversion to Gladstone WWTP

Whole of region

\$1,830,000

Garden Organics (GO) Infrastructure

\$4,500,000

Gravel Re-sheeting

\$2,500,000

WWTP Optimisation

\$600,000

Footpath Renewals

\$300,000

Waste Infrastructure

\$141,845

Stormwater Pipe Relining

\$110,000

Playground Shade Renewals

2025/26 BUDGET BY THE NUMBERS

Total Budget **\$369.1M**



\$320

Pensioner
Concession



2.5%

Average increase in
general residential rate



10%

Discount when paid
in full on or before
due date



\$6.08

Average residential
utility charges per day



\$3.0B

Value of Assets

Total value of Council
owned assets



\$10.88M

**Sport, Recreation and
Community Wellbeing**

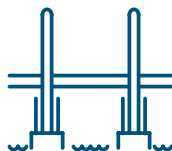
On capital projects



\$105.2M

Capital Works

To maintain and upgrade key
assets and community projects



\$5.5M

Bridges

Upgrades renewals
and replacements



\$51.9M

**Water and Waste
Water Supply**

Infrastructure upgrades,
renewals and replacements



\$4.8M

Parks and Open Spaces

On capital projects



\$41.7M

Grant Funding

From State and
Commonwealth



\$2.3M

Waste Disposal

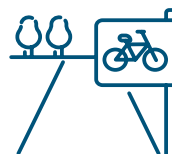
On capital projects



\$17.7M

Roads

On capital roads projects



\$1.2M

Footpaths and Cycleways

Upgrades, renewals
and replacements

Key Services

\$79.4M

Water Services

\$77.9M

Roads, Bridges,
Footpaths and
Drainage

\$63.4M

Sewerage Services

\$28.4M

Parks and
Environment

\$26.4M

Waste Services

\$11.5M

Economic
Development and
Strategic Projects

\$9.6M

Arts, Culture and
Entertainment

\$6.3M

Community
Development
and Support

\$4.2M

Library Services

\$4.1M

Local Laws

\$4.0M

Development
Services

\$3.8M

Pest and
Environmental
Health

\$1.1M

Disaster
Management

Initiatives ON A PAGE

Connecting
Communities

Delivering
Value

Our People

Accountable
Council

Initiative 1

Improving Customer Experience Program

Improving customer experience through better understanding of customer needs, services that are responsive to those needs and enhanced self-service options. This is supported by a strong foundation of accountability for safety, culture and the environment. Delivered through a program of five distinct but closely connected projects, we are strengthening how Council performs, make decisions and delivers services for our community now and into the future.

Services in focus for 2025/26 include Transport, Community, Recreation and Open Space.

Connecting
Communities

Accountable
Council

Initiative 2

Future Planning Scheme

Council's Planning Scheme is being updated based on community feedback with a prioritised list of changes to be made, focusing on what our region needs most, first.

Services ON A PAGE

Goal 1. Connecting Communities	Goal 2. Delivering Value	Goal 3. Resilient Economy	Goal 4. Our People	Goal 5. Accountable Council
Brand and Communications	Asset Design	Advocacy	Health and Safety	Animal Management
Corporate and Community Projects	Asset Governance	Disaster Management	Learning and Development	Biosecurity and Environmental Health
Community Events	Asset Planning	Economic Development	Payroll Services	Business Planning
Customer Solutions	Business Improvement	Gladstone Entertainment Convention Centre	People Services	Contracts and Procurement
Community Partnerships	Capital Program	Tourism	Recruitment, Remuneration and Benefits	Environment and Conservation
Development Services	Cemeteries and Crematorium		Rehabilitation Health and Wellbeing	Ethics, Integrity and Audit
Gladstone Regional Art Gallery and Museum	Engineering Asset Solutions			Finance
Regional Libraries	Information, Communication and Technology			Governance and Risk
Tondoon Botanic Gardens	Maintenance			Legal Services
	Parks Program			Local Law Compliance
	Quarries			Revenue Services
	Roads Program			Strategy
	Stores, Facilities and Fleet Management			
	Waste and Resource Management			
	Waste Water Program			
	Water Program			

DELIVERING 48 SERVICES TO OUR COMMUNITY

Initiatives

To close out Council's 2021-26 Corporate Plan goals, the following initiatives will be delivered in 2025/26.

Improving Customer Experience Program

Improving customer experience through better understanding of customer needs services that are responsive to those needs and enhanced self-service options. This is supported by a strong foundation of accountability for safety, culture and the environment. Delivered through a program of five distinct but closely connected projects, we are strengthening how Council performs, make decisions and delivers services for our community now and into the future.

Services in focus for 2025/26 include Transport, Community, Recreation and Open Space.

Customer Journey	Maturing Maintenance Delivery	Asset and Service Performance	Accountable Leadership	Business Continuity
Customers get the information they need for common enquires before having to ask, because we better understand their needs and provide an easy-to-use, informative website with simple self-service options.	Affordable and effective maintenance works programs are consistently delivered, using the right information at the right time to effectively prioritise, plan, deliver and pay for maintenance.	Our transport, community, recreation and open space service levels are set based on data and future planning. Balancing customer needs, long-term goals and efficient resource use.	Our leaders are better equipped to hold accountability for safety, performance, and service outcomes and support their teams to do the same.	Council can effectively manage unexpected disruptions, ensuring critical services continue with minimal downtime and cost to our community.

Delivery 30 June 2026

Responsible Business Improvement Specialist

Accountable Executive Leadership Team

Budget \$725,094

Corporate Risk Asset Management Maturity, Business Disruption, Financial Sustainability, Workforce Safety and Wellbeing, Our People

Corporate Plan This Initiative closes our corporate goal commitments in Connecting Communities, Delivering Value, Our People and Accountable Council across the following Outcomes 1.1, 1.2, 2.1, 2.2, 2.3, 2.4, 4.1, 4.2, 5.1, 5.2, and 5.3.



Future Planning Scheme

Council's Planning Scheme is being updated based on community feedback with a prioritised list of changes to be made, focusing on what our region needs most, first.

Delivery	30 June 2026
Responsible	Strategic Planning Specialist
Accountable	Executive Leadership Team
Budget	\$150,000
Corporate Risk	Not applicable for this initiative
Corporate Plan	This Initiative closes our corporate goal commitments in Connecting Communities and Accountable Council across the following Outcomes 1.2 and 5.1.



Connecting Communities

Service	Description	Business Unit
Brand and Communications	Expertly services the businesses' needs using communication methods and channels, understanding the audience and knowledge of the broader Gladstone Region. The team is a mix of experienced marketers, writers, graphic designers and communicators and offers a range of internal and external services to Council and facilities.	C&L
Corporate and Community Projects	Designs and delivers maintenance strategies and programs for Council's aquatic and major sporting facilities, provides operational advice on strategic projects with respect to aquatic facilities, executes speciality community projects and leads the transformation of Council's internal employee shared spaces.	C&L
Community Events	Delivers major events on behalf of Gladstone Regional Council designed to promote community pride and inclusion, grow the economy and increase the region's destination profile.	C&L
Customer Solutions	Responds to customer demand, improves customer experience, manages correspondence and emails while also offering choice in communication, such as online transactions, to support customer access to Council.	CE
Community Partnerships	Works alongside the community and Council employees to create the conditions for community-led development, resilience and capacity, providing opportunities for the people in our region to be actively engaged.	C&L
Development Services	Provides advice and regulates development under several legislative frameworks and statutory assessment frameworks. The team has subject matter experts in five areas - Town Planning, Operational Works, Building, Plumbing and Compliance.	CE
Gladstone Regional Art Gallery and Museum	Conserves, documents and displays the region's social history and decorative and fine arts collections. GRAGM provides opportunities for cultural growth, education and capacity building of our region's artists.	C&L
Regional Libraries	Engages with our community through the delivery of welcoming and dynamic spaces, programs and collections.	C&L
Tondoon Botanic Gardens	Promotes sustainable horticultural practices, provides quality visitor services, engages with the community in learning for life opportunities and contributes to the Gladstone Region's sustained prosperity. Ensures the Tondoon Botanic Gardens are efficiently and effectively managed.	C&L

Delivering Value

Service	Description	Business Unit
Asset Design	Ensures our design standards remain current and provides drawings and designs that contribute to safe, cost-effective and pragmatic solutions for the region.	A&E
Asset Governance	Supports the creation of a strong asset management culture in Council with responsibility for the asset register, geo spatial representation, internal project plan, asset accounting and asset management system governance.	A&E
Asset Planning	Understands our community's infrastructure needs, risks and opportunities to allow Council to sustainably provide services to our region. By understanding demand, capacity, population forecasts, asset performance and other scenario modelling the team provides options for sustainable investment decisions including renewals and upgrades.	A&E
Business Improvement	Partners with the business to continuously improve services for our people and the community.	P&S
Capital Program	Ensures our capital works are delivered efficiently to meet our customer service levels.	OPS
Cemeteries and Crematorium	Provides and maintains burial and cremation services to the region.	OPS
Engineering Asset Solutions	Solves engineering challenges by developing fit for purpose and innovative solutions, at an acceptable level of risk and cost, to support organisational strategic and operational requirements.	A&E
Information, Communication and Technology	Continually improves Council's resilience and sustainability over the long-term to ensure we are strong enough to address future challenges without placing additional burden on ratepayers. We will actively leverage technology to reduce operational costs and make it easier to get the job done.	P&S
Maintenance	Plans and executes maintenance tasks across the Gladstone Region, ensuring optimal use of resources with a focus on delivering high-quality services to our community and managing both corporate and community facilities.	OPS
Parks Program	Maintains the parks, reserves and open spaces across the region to provide safe recreational areas.	OPS
Quarries	Provides the required quantity of gravel material for road construction and maintenance purposes.	OPS

Assets and Environment (A&E) | Community and Lifestyle (C&L) | Customer Experience (CE)
Finance, Governance and Risk (FG&R) | Operations (OPS) | People and Strategy (P&S)

Services

Roads Program	Builds and maintains our road transport infrastructure to a safe standard.	OPS
Stores, Facilities and Fleet Management	Manages the processes, reporting and controls related to Council stock movement and storage, Council facilities maintenance, repair and compliance, service contract control and fleet management.	OPS
Waste and Resource Management	Delivers waste and recycling collection services for residents and Council activities, operate and maintain the region's landfill, network of waste transfer stations and delivery of resource recovery activities, projects and initiatives.	OPS
Waste Water Program	Builds, operates and maintains our sewerage infrastructure to meet environmental standards.	OPS
Water Program	Builds, operates and maintains our water infrastructure to deliver safe drinking water.	OPS



Assets and Environment (A&E) | Community and Lifestyle (C&L) | Customer Experience (CE)
Finance, Governance and Risk (FG&R) | Operations (OPS) | People and Strategy (P&S)



Resilient Economy

Service	Description	Business Unit
Advocacy	Engages with State and Federal Governments, industry and other peak bodies and stakeholders to advocate for changes to policy, legislation and programs to improve the liveability of our communities.	P&S
Disaster Management	Provides regional disaster management coordination including prevention, preparation, response and recovery.	FG&R
Economic Development	Facilitates sustainable, financially and environmentally responsible initiatives that will advance economic development in the Gladstone Region.	P&S
Gladstone Entertainment Convention Centre	Manages the operations of the Gladstone Entertainment Convention Centre. Provides a strong and vibrant calendar of events, stimulating economic development through business events and tourism. Contributes to artistic and cultural development in the community.	C&L
Tourism	Provides long term vision and strategic direction for the region in tourism and the visitor economy. Partners with Gladstone Area Promotion and Development Limited (GAPDL) to provide enriching experiences to maximise economic benefits for the region.	P&S

Our People

Service	Description	Business Unit
Health and Safety	Creates a constructive safety culture to keep our employees and the community safe. Partners with the organisation to provide a workplace culture and environment that values, enhances and protects the health and wellbeing of our people.	P&S
Learning and Development	Partners with our people to understand their needs and provide the tools that develop skills, knowledge and a healthy culture.	P&S
Payroll Services	Delivers payroll services, advice and assistance to our people.	P&S
People Services	Partners with the business to deliver human resource services to create a positive employee experience throughout the employee lifecycle, enhancing performance and enabling organisational effectiveness.	P&S
Recruitment, Remuneration and Benefits	Partners with the organisation to develop recruitment strategies, an employer brand and employee value proposition to attract the right talent.	P&S
Rehabilitation Health and Wellbeing	Partners with the organisation to provide a workplace culture and environment that values, enhances and protects the health and wellbeing of our people	P&S

Assets and Environment (A&E) | Community and Lifestyle (C&L) | Customer Experience (CE)
Finance, Governance and Risk (FG&R) | Operations (OPS) | People and Strategy (P&S)

Services

Accountable Council

Service	Description	Business Unit
Animal Management	Provides education and regulation for the community to encourage responsible pet ownership and, where appropriate, enforce animal management legislation.	CE
Biosecurity and Environmental Health	Offers expert advice on areas encompassing public health, environmental compliance and biosecurity pest management. Implement appropriate regulatory powers and actions and awareness activities that support the public, businesses and industry in fulfilling their biosecurity and environmental obligations. Safeguards public health and the environment as well as operates sustainably for the wellbeing of the community.	CE
Business Planning	Enables Council to deliver on promises made to our community.	P&S
Contracts and Procurement	Guides strategic, ethical and compliant conduct to achieve value for money for the community. Supports safe, efficient, sustainable and timely delivery of Council's operational program of work through effective procurement management in accordance with legislative obligations.	FG&R
Environment and Conservation	Advises, supports and monitors Council activities that protect our community, environment, and land. Focuses on Native Title and cultural heritage, safe drinking water quality, environmental outcomes, and land management for sustainable services, assets and environment into the future.	A&E
Ethics, Integrity and Audit	Supports our corporate governance activities by providing independent assurance that Council policies, operations, systems and procedures meet appropriate standards of effectiveness, efficiency, propriety, regulatory requirements and good business practice, while adequately recognising and managing risk.	FG&R
Finance	Provides efficient and effective accounting support to the organisation, including budgeting, forecasting and long-term financial planning, to empower informed financial decisions. Ensures high standards of transparency and compliance with statutory obligations, as responsible stewards for community funds and assets. Administration and enhancement of Council's financial system, with a focus on continuous improvement.	FG&R
Governance and Risk	Ensures Council achieves its objectives and drives business improvements ethically, responsibly and in accordance with statutory requirements.	FG&R

Assets and Environment (A&E) | Community and Lifestyle (C&L) | Customer Experience (CE)
Finance, Governance and Risk (FG&R) | Operations (OPS) | People and Strategy (P&S)



Legal Services	Empowers Council to make informed decisions, minimise risk and improve legal compliance by providing a full spectrum of legal services to Council, the Executive Leadership Team and all Business Units.	FG&R
Local Law Compliance	Educates and regulates the community to preserve the amenity, appearance and enjoyment of the region and the lifestyles it provides.	CE
Revenue Services	Effectively manages and operates the rating and utility charge requirements of Council and ensure that all outstanding debt and revenue to Council are monitored and maximised fairly and efficiently. Collaborates with leaders to ensure all infrastructure charges and fees and charges are legally compliant and the fees structure promote financial sustainability. Identifies strategic grant funding opportunities and leverage maximum benefit for the delivery of priority initiatives.	FG&R
Strategy	Develops and implements Council's Corporate Plan and Corporate Strategies. Guides decision-making to achieve community goals and sustainable growth.	P&S



Assets and Environment (A&E) | Community and Lifestyle (C&L) | Customer Experience (CE)
Finance, Governance and Risk (FG&R) | Operations (OPS) | People and Strategy (P&S)

BUDGET

Statement of Comprehensive Income

All outputs are in thousands (\$,000) unless otherwise indicated

	Forecast 2024-2025	Budget 2025-2026	Forecast 2026-2027	Forecast 2027-2028
Revenue				
Operating revenue				
Net rates, levies and charges	193,071	211,602	219,106	227,729
Fees and charges	23,438	21,552	20,667	21,358
Rental income	892	722	743	766
Interest received	9,620	6,130	10,990	9,704
Sales revenue	4,339	4,245	4,373	4,504
Other income	13,989	6,362	10,403	9,596
Grants, subsidies, contributions and donations	12,705	14,804	13,363	13,764
Total operating revenue	258,053	265,416	279,645	287,420
Capital revenue				
State subsidies and grants—capital	23,654	11,578	16,084	13,552
Commonwealth subsidies and grants—capital	12,547	15,344	16,313	5,544
Developer Contributions—capital	300	1,205	1,000	1,000
Other capital contributions	234	113	100	100
Grants, subsidies, contributions and donations	36,735	28,240	33,498	20,195
Total revenue	294,788	293,657	313,142	307,615
Capital income				
Total Capital Income	(8,000)	(7,500)	(7,500)	(7,500)
Total income	286,788	286,157	305,642	300,115
Expenses				
Operating expenses				
Employee benefits	80,518	86,295	90,612	94,242
Materials and services	113,968	114,814	114,351	118,458
Finance costs	1,447	1,185	946	706
Depreciation and amortisation	57,425	61,633	61,799	63,617
Total operating expenses	253,358	263,928	267,707	277,022
Capital expenses				
Total Capital expenses	-	-	-	-
Total expenses	253,358	263,928	267,707	277,022
Net result	33,430	22,229	37,935	23,093
Tax equivalents				
Net result after tax equivalents	33,430	22,229	37,935	23,093
Other comprehensive income				
Total other comprehensive income for the year	154,180	25,803	31,405	35,447
Total comprehensive income for the year	187,610	48,032	69,340	58,540
Operating result				
Operating revenue	258,053	265,416	279,645	287,420
Operating expenses	253,358	263,928	267,707	277,022
Operating result	4,696	1,488	11,937	10,398

The value of change in rates and utilities from 2024/2025 expressed as a percentage is 9.6%

Statement of Financial Position

All outputs are in thousands (\$,000) unless otherwise indicated

	Forecast 2024-2025	Budget 2025-2026	Forecast 2026-2027	Forecast 2027-2028
Assets				
Current assets				
Cash and cash equivalents	156,919	122,423	85,300	80,352
Trade and other receivables	9,477	14,100	14,399	14,907
Inventories	1,621	1,621	1,621	1,621
Contract Assets	11,744	11,744	11,744	11,744
Other current assets	16,464	16,464	16,464	16,464
Total current assets	196,225	166,352	129,528	125,088
Non-current assets				
Investments	34,478	34,478	34,478	34,478
Land	140,244	147,207	148,819	150,870
Land improvements	-	4,029	7,978	10,622
Buildings	162,876	170,292	172,276	174,222
Plant & equipment	36,505	34,544	38,880	42,008
Furniture & fittings	-	870	2,059	13,451
Roads, drainage & bridge network	1,563,476	1,631,062	1,636,831	1,643,821
Water	292,445	298,502	317,839	338,267
Sewerage	484,664	504,991	523,836	553,450
Miscellaneous (Non-Infrastructure)	2,385	2,772	14,515	38,342
Miscellaneous (Infrastructure)	69,105	68,069	66,106	64,168
Work in progress	154,429	105,151	136,207	92,563
Property, plant & equipment	2,906,128	2,967,489	3,065,345	3,121,783
Right of use assets	3,269	3,225	3,180	3,136
Other non-current assets	30,761	29,728	28,659	27,552
Total non-current assets	2,974,636	3,034,920	3,131,663	3,186,949
Total assets	3,170,862	3,201,272	3,261,191	3,312,037
Liabilities				
Current liabilities				
Trade and other payables	33,093	24,684	24,739	25,579
Contract Liabilities	8,866	8,866	8,866	8,866
Borrowings	7,048	7,261	6,532	3,820
Provisions	15,937	15,974	16,013	16,053
Other current liabilities	1,931	1,961	1,866	1,776
Total current liabilities	66,875	58,746	58,016	56,095
Non-current liabilities				
Contract Liabilities	2,545	2,545	2,545	2,545
Borrowings	79,719	72,495	65,963	62,143
Provisions	14,878	14,841	14,802	14,762
Other non-current liabilities	37,007	34,776	32,655	30,743
Total non-current liabilities	134,149	124,657	115,966	110,192
Total liabilities	201,024	183,402	173,982	166,287
Net community assets	2,969,837	3,017,869	3,087,209	3,145,749
Community equity				
Asset revaluation surplus	1,202,906	1,228,709	1,260,114	1,295,561
Retained surplus	1,766,931	1,789,160	1,827,095	1,850,188
Total community equity	2,969,837	3,017,869	3,087,209	3,145,749

Statement of Cash Flows

All outputs are in thousands (\$,000) unless otherwise indicated

	Forecast 2024-2025	Budget 2025-2026	Forecast 2026-2027	Forecast 2027-2028
Cash flows from operating activities				
Receipts from customers	241,614	237,059	248,305	257,777
Payments to suppliers and employees	(201,179)	(208,620)	(204,020)	(210,988)
Dividends received	8,617	1,958	5,867	4,923
Interest received	10,545	6,130	10,990	9,704
Rental income	600	735	742	765
Non-capital grants and contributions	10,631	14,912	13,442	13,744
Borrowing costs	(1,367)	(2,084)	(1,833)	(1,578)
Other cash flows from operating activities	17,422	-	-	-
Net cash inflow from operating activities	86,882	50,089	73,493	74,347
Cash flows from investing activities				
Payments for property, plant and equipment	(108,863)	(105,151)	(136,207)	(92,563)
Proceeds from sale of property, plant and equipment	750	500	500	500
Grants, subsidies, contributions and donations	36,735	28,240	33,498	20,195
Other cash flows from investing activities	819	(1,164)	(1,146)	(895)
Net cash inflow from investing activities	(70,559)	(77,575)	(103,355)	(72,763)
Cash flows from financing activities				
Repayment of borrowings	(5,871)	(7,011)	(7,261)	(6,532)
Repayment of leases	(96)	-	-	-
Net cash inflow from financing activities	(5,967)	(7,011)	(7,261)	(6,532)
Total cash flows				
Net increase in cash and cash equivalent held	10,357	(34,496)	(37,123)	(4,948)
Opening cash and cash equivalents	146,562	156,919	122,423	85,299
Closing cash and cash equivalents	156,919	122,423	85,299	80,352

Statement of Changes in Equity

All outputs are in thousands (\$,000) unless otherwise indicated

	Forecast 2024-2025	Budget 2025-2026	Forecast 2026-2027	Forecast 2027-2028
Asset revaluation surplus				
Opening balance		1,202,906	1,228,709	1,260,114
Net result		na	na	na
Increase in asset revaluation surplus		25,803	31,405	35,447
Internal payments made		na	na	na
Adjustment for Initial Recognition of Accounting Standards		na	na	na
Closing balance	1,202,906	1,228,709	1,260,114	1,295,561
Retained surplus				
Opening balance		1,766,931	1,789,160	1,827,095
Net result		22,229	37,935	23,093
Increase in asset revaluation surplus		na	na	na
Internal payments made		-	-	-
Adjustment for Initial Recognition of Accounting Standards		-	na	na
Closing balance	1,766,931	1,789,160	1,827,095	1,850,188
Total				
Opening balance		2,969,837	3,017,869	3,087,209
Net result		22,229	37,935	23,093
Increase in asset revaluation surplus		25,803	31,405	35,447
Internal payments made		-	-	-
Adjustment for Initial Recognition of Accounting Standards		-	na	na
Closing balance	2,969,837	3,017,869	3,087,209	3,145,749

Statement of Comprehensive Income

All outputs are in thousands (\$,000) unless otherwise indicated

Revenue	Jun-25F	Jun-26B	Jun-27F	Jun-28F	Jun-29F	Jun-30F	Jun-31F	Jun-32F	Jun-33F	Jun-34F	Jun-35F
Operating revenue											
Net rates, levies and charges	193,071	211,602	219,106	227,729	231,561	244,307	253,377	262,427	271,716	281,352	296,039
Fees and charges	23,438	21,552	20,667	21,358	22,072	22,810	23,572	24,361	25,176	26,018	26,888
Rental income	892	722	743	766	789	812	837	862	888	914	942
Interest received	9,620	6,130	10,990	9,704	8,464	8,535	8,786	9,019	9,345	9,823	10,263
Sales revenue	4,339	4,245	4,373	4,504	4,639	4,778	4,922	5,069	5,221	5,378	5,539
Other income	13,989	6,362	10,403	9,596	8,788	7,914	7,070	11,162	10,401	9,572	8,764
Grants, subsidies, contributions and donations	12,705	14,804	13,363	13,764	14,176	14,602	15,040	15,491	15,956	16,434	16,927
Total operating revenue	258,053	265,416	279,645	287,420	290,488	303,758	313,603	328,391	338,702	349,492	365,362
Capital revenue											
Grants, subsidies, contributions and donations	36,735	28,240	33,498	20,195	13,852	15,773	25,039	28,048	29,217	26,993	15,065
Total revenue	294,788	293,657	313,142	307,615	304,340	319,531	338,642	356,439	367,919	376,485	380,427
Capital income											
Total Capital Income	(8,000)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,619)	(7,617)
Total income	286,788	286,157	305,642	300,115	296,840	312,031	331,142	348,939	360,419	368,866	372,810
Expenses											
Operating expenses											
Employee benefits	80,518	86,295	90,612	94,242	98,017	101,944	106,029	110,277	114,696	119,293	124,074
Materials and services	113,968	114,814	114,351	118,458	123,883	132,329	137,128	141,796	146,631	151,639	161,970
Finance costs	1,447	1,185	946	706	592	568	546	525	502	481	461
Depreciation and amortisation	57,425	61,633	61,799	63,617	65,062	67,577	68,578	71,036	72,080	74,815	76,079
Total operating expenses	253,358	263,928	267,707	277,022	287,554	302,419	312,281	323,635	333,909	346,227	362,582
Capital expenses											
Total Capital expenses	-	-	-	-	-	-	-	-	-	-	-
Total expenses	253,358	263,928	267,707	277,022	287,554	302,419	312,281	323,635	333,909	346,227	362,582
Net result	33,430	22,229	37,935	23,093	9,286	9,612	18,861	25,304	26,510	22,639	10,228
Net result after tax equivalents	33,430	22,229	37,935	23,093	9,286	9,612	18,861	25,304	26,510	22,639	10,228
Total other comprehensive income for the year	154,180	25,803	31,405	35,447	40,649	44,471	48,105	51,529	55,150	59,280	64,673
Total comprehensive income for the year	187,610	48,032	69,340	58,540	49,935	54,083	66,966	76,833	81,660	81,919	74,900
Operating result											
Operating revenue	258,053	265,416	279,645	287,420	290,488	303,758	313,603	328,391	338,702	349,492	365,362
Operating expenses	253,358	263,928	267,707	277,022	287,554	302,419	312,281	323,635	333,909	346,227	362,582
Operating result	4,696	1,488	11,937	10,398	2,934	1,339	1,322	4,756	4,792	3,266	2,780

Statement of Financial Position

All outputs are in thousands (\$,000) unless otherwise indicated

Assets	Jun-25F	Jun-26B	Jun-27F	Jun-28F	Jun-29F	Jun-30F	Jun-31F	Jun-32F	Jun-33F	Jun-34F	Jun-35F
Current assets											
Cash and cash equivalents	156,919	122,423	85,300	80,352	75,578	83,312	96,791	107,080	125,419	150,986	165,252
Trade and other receivables	9,477	14,100	14,399	14,907	15,236	16,015	16,595	17,129	17,774	18,393	19,292
Inventories	1,621	1,621	1,621	1,621	1,621	1,621	1,621	1,621	1,621	1,621	1,621
Contract Assets	11,744	11,744	11,744	11,744	11,744	11,744	11,744	11,744	11,744	11,744	11,744
Other current assets	16,464	16,464	16,464	16,464	16,464	16,464	16,464	16,464	16,464	16,464	16,464
Total current assets	196,225	166,352	129,528	125,088	120,642	129,155	143,215	154,039	173,022	199,208	214,373
Non-current assets											
Investments	34,478	34,478	34,478	34,478	34,478	34,478	34,478	34,478	34,478	34,478	34,478
Land	140,244	147,207	148,819	150,870	152,784	155,038	158,932	160,774	162,641	169,110	171,194
Land improvements	-	4,029	7,978	10,622	11,813	12,175	12,471	12,774	13,081	13,395	13,715
Buildings	162,876	170,292	172,276	174,222	173,905	173,935	174,163	188,933	200,019	216,565	230,899
Plant & equipment	36,505	34,544	38,880	42,008	47,131	53,078	59,140	65,012	70,799	77,401	94,100
Furniture & fittings	-	870	2,059	13,451	18,582	23,928	25,120	26,330	27,556	28,800	30,062
Roads, drainage & bridge network	1,563,476	1,631,062	1,636,831	1,643,821	1,654,289	1,665,190	1,681,475	1,699,847	1,707,106	1,718,537	1,775,405
Water	292,445	298,502	317,839	338,267	362,594	371,735	379,996	385,948	400,530	407,133	430,846
Sewerage	484,664	504,991	523,836	553,450	564,963	583,588	594,830	598,868	623,955	637,919	659,216
Miscellaneous (Non-Infrastructure)	2,385	2,772	14,515	38,342	41,121	44,229	46,013	47,861	49,724	51,678	54,533
Miscellaneous (Infrastructure)	69,105	68,069	66,106	64,168	62,232	60,199	58,166	56,134	54,102	51,968	49,834
Work in progress	154,429	105,151	136,207	92,563	84,742	75,639	79,637	91,921	86,484	77,898	-
Property, plant & equipment	2,906,128	2,967,489	3,065,345	3,121,783	3,174,157	3,218,735	3,269,942	3,334,400	3,395,998	3,450,406	3,509,803
Right of use assets	3,269	3,225	3,180	3,136	3,092	3,047	3,003	2,959	2,914	2,870	2,826
Other non-current assets	30,761	29,728	28,659	27,552	26,409	25,228	24,013	22,757	21,462	20,291	19,081
Total non-current assets	2,974,636	3,034,920	3,131,663	3,186,949	3,238,135	3,281,488	3,331,436	3,394,594	3,454,852	3,508,045	3,566,188
Total assets	3,170,862	3,201,272	3,261,191	3,312,037	3,358,778	3,410,644	3,474,651	3,548,632	3,627,874	3,707,253	3,780,561

Statement of Financial Position

All outputs are in thousands (\$,000) unless otherwise indicated

Liabilities	Jun-25F	Jun-26B	Jun-27F	Jun-28F	Jun-29F	Jun-30F	Jun-31F	Jun-32F	Jun-33F	Jun-34F	Jun-35F
Current liabilities											
Trade and other payables	33,093	24,684	24,739	25,579	26,819	28,578	29,643	30,604	31,772	32,894	35,045
Contract Liabilities	8,866	8,866	8,866	8,866	8,866	8,866	8,866	8,866	8,866	8,866	8,866
Borrowings	7,048	7,261	6,532	3,820	3,340	3,364	3,438	3,520	3,600	3,683	3,766
Provisions	15,937	15,974	16,013	16,053	16,091	16,128	16,166	16,204	16,243	16,281	16,320
Other current liabilities	1,931	1,961	1,866	1,776	1,692	1,612	1,537	1,466	1,400	1,337	1,277
Total current liabilities	66,875	58,746	58,016	56,095	56,808	58,548	59,651	60,660	61,880	63,061	65,274
Non-current liabilities											
Contract Liabilities	2,545	2,545	2,545	2,545	2,545	2,545	2,545	2,545	2,545	2,545	2,545
Borrowings	79,719	72,495	65,963	62,143	58,803	55,440	52,001	48,482	44,881	41,198	37,432
Provisions	14,878	14,841	14,802	14,762	14,724	14,687	14,649	14,611	14,572	14,534	14,495
Other non-current liabilities	37,007	34,776	32,655	30,743	30,214	29,658	29,074	28,770	28,770	28,770	28,770
Total non-current liabilities	134,149	124,657	115,966	110,192	106,286	102,329	98,268	94,407	90,768	87,047	83,242
Total liabilities	201,024	183,402	173,982	166,287	163,094	160,877	157,919	155,067	152,648	150,108	148,516
Net community assets	2,969,837	3,017,869	3,087,209	3,145,749	3,195,684	3,249,767	3,316,733	3,393,565	3,475,226	3,557,145	3,632,045
Community equity											
Asset revaluation surplus	1,202,906	1,228,709	1,260,114	1,295,561	1,336,210	1,380,681	1,428,785	1,480,314	1,535,464	1,594,744	1,659,417
Retained surplus	1,766,931	1,789,160	1,827,095	1,850,188	1,859,474	1,869,086	1,887,947	1,913,251	1,939,761	1,962,400	1,972,628
Total community equity	2,969,837	3,017,869	3,087,209	3,145,749	3,195,684	3,249,767	3,316,733	3,393,565	3,475,226	3,557,145	3,632,045

Statement of Cash Flows

All outputs are in thousands (\$,000) unless otherwise indicated

Cash flows from operating activities

	Jun-25F	Jun-26B	Jun-27F	Jun-28F	Jun-29F	Jun-30F	Jun-31F	Jun-32F	Jun-33F	Jun-34F	Jun-35F
Receipts from customers	241,614	237,059	248,305	257,777	262,781	276,098	286,422	296,605	306,915	317,736	333,343
Payments to suppliers and employees	(201,179)	(208,620)	(204,020)	(210,988)	(219,817)	(231,722)	(241,352)	(250,426)	(259,532)	(269,241)	(283,387)
Dividends received	8,617	1,958	5,867	4,923	3,975	2,957	1,963	5,903	4,984	3,993	3,017
Interest received	10,545	6,130	10,990	9,704	8,464	8,535	8,786	9,019	9,345	9,823	10,263
Rental income	600	735	742	765	787	811	835	861	886	913	940
Non-capital grants and contributions	10,631	14,912	13,442	13,744	14,152	14,578	15,016	15,469	15,928	16,408	16,900
Borrowing costs	(1,367)	(2,084)	(1,833)	(1,578)	(1,435)	(1,361)	(1,286)	(1,212)	(1,129)	(1,049)	(966)
Other cash flows from operating activities	17,422	-	-	-	-	-	-	-	-	-	-
Net cash inflow from operating activities	86,882	50,089	73,493	74,347	68,907	69,896	70,385	76,219	77,396	78,584	80,110

Cash flows from investing activities

Payments for property, plant and equipment	(108,863)	(105,151)	(136,207)	(92,563)	(84,742)	(75,639)	(79,637)	(91,921)	(86,484)	(77,898)	(78,759)
Proceeds from sale of property, plant and equipment	750	500	500	500	500	500	500	500	500	500	500
Grants, subsidies, contributions and donations	36,735	28,240	33,498	20,195	13,852	15,773	25,039	28,048	29,217	26,993	15,065
Other cash flows from investing activities	819	(1,164)	(1,146)	(895)	530	545	556	881	1,229	989	1,034
Net cash inflow from investing activities	(70,559)	(77,575)	(103,355)	(72,763)	(69,861)	(58,822)	(53,542)	(62,491)	(55,537)	(49,417)	(62,160)

Cash flows from financing activities

Proceeds from borrowings	-	-	-	-	-	-	-	-	-	-	-
Repayment of borrowings	(5,871)	(7,011)	(7,261)	(6,532)	(3,820)	(3,340)	(3,364)	(3,438)	(3,520)	(3,600)	(3,683)
Repayment of leases	(96)	-	-	-	-	-	-	-	-	-	-
Net cash inflow from financing activities	(5,967)	(7,011)	(7,261)	(6,532)	(3,820)	(3,340)	(3,364)	(3,438)	(3,520)	(3,600)	(3,683)

Total cash flows

Net increase in cash and cash equivalent held	10,357	(34,496)	(37,123)	(4,948)	(4,774)	7,734	13,479	10,289	18,339	25,567	14,267
Opening cash and cash equivalents	146,562	156,919	122,423	85,299	80,352	75,578	83,312	96,791	107,080	125,419	150,985
Closing cash and cash equivalents	156,919	122,423	85,299	80,352	75,578	83,312	96,791	107,080	125,419	150,985	165,252

Statement of Changes in Equity

All outputs are in thousands (\$,000) unless otherwise indicated

	Jun-25F	Jun-26B	Jun-27F	Jun-28F	Jun-29F	Jun-30F	Jun-31F	Jun-32F	Jun-33F	Jun-34F	Jun-35F
Asset revaluation surplus											
Opening balance		1,202,906	1,228,709	1,260,114	1,295,561	1,336,210	1,380,681	1,428,785	1,480,314	1,535,464	1,594,744
Increase in asset revaluation surplus		25,803	31,405	35,447	40,649	44,471	48,105	51,529	55,150	59,280	64,673
Closing balance	1,202,906	1,228,709	1,260,114	1,295,561	1,336,210	1,380,681	1,428,785	1,480,314	1,535,464	1,594,744	1,659,417
Retained surplus											
Opening balance		1,766,931	1,789,160	1,827,095	1,850,188	1,859,474	1,869,086	1,887,947	1,913,251	1,939,761	1,962,400
Net result		22,229	37,935	23,093	9,286	9,612	18,861	25,304	26,510	22,639	10,228
Closing balance	1,766,931	1,789,160	1,827,095	1,850,188	1,859,474	1,869,086	1,887,947	1,913,251	1,939,761	1,962,400	1,972,628
Total											
Opening balance		2,969,837	3,017,869	3,087,209	3,145,749	3,195,684	3,249,767	3,316,733	3,393,565	3,475,226	3,557,145
Net result		22,229	37,935	23,093	9,286	9,612	18,861	25,304	26,510	22,639	10,228
Increase in asset revaluation surplus		25,803	31,405	35,447	40,649	44,471	48,105	51,529	55,150	59,280	64,673
Closing balance	2,969,837	3,017,869	3,087,209	3,145,749	3,195,684	3,249,767	3,316,733	3,393,565	3,475,226	3,557,145	3,632,045

Trading Summaries and Comparatives for Gladstone Regional Council Budget 2025-26 and Forecast 2024-25

2025-26 Budget

	COMMUNITY & LIFESTYLE	CUSTOMER EXPERIENCE	FINANCE, GOVERNANCE & RISK	OPERATIONS	ASSET & ENVIRONMENT	PEOPLE & STRATEGY	TOTAL
Trading Summary							
Ordinary Income	4,066,862	13,415,581	136,270,188	159,694,053	11,452,722	46,100,057	370,999,464
Ordinary Expenses	(23,356,715)	(14,479,304)	(12,099,540)	(138,011,135)	(11,315,493)	(49,016,914)	(248,279,101)
Overhead Expenses	(3,112,844)	(7,417,309)	(3,850,899)	(39,335,665)	(5,095,758)	(790,591)	(59,603,067)
Depreciation	(3,391,945)	(67,489)	(112,264)	(57,053,949)	(66,874)	(936,458)	(61,628,980)
Net Income\ (Deficit)	(25,794,642)	(8,548,522)	120,207,485	(74,706,696)	(5,025,403)	(4,643,906)	1,488,316
Capital Expenditure							
Capital Income				22,626,397	608,529	3,687,179	26,922,105
Capital Purchases	(428,700)			(87,898,423)	(5,399,528)	(11,424,157)	(105,150,808)
Total Capital Expenditure	(428,700)	-	-	(65,272,026)	(4,790,999)	(7,736,978)	(78,228,703)
Total	(26,223,342)	(8,548,522)	120,207,485	(139,978,722)	(9,816,402)	(12,380,884)	(76,740,387)

2024-25 Forecast

	COMMUNITY & LIFESTYLE	CUSTOMER EXPERIENCE	FINANCE, GOVERNANCE & RISK	OPERATIONS	ASSET & ENVIRONMENT	PEOPLE & STRATEGY	TOTAL
Trading Summary							
Ordinary Income	3,724,390	13,494,039	140,362,794	142,160,921	10,711,756	41,908,140	352,362,039
Ordinary Expenses	(22,450,160)	(12,631,865)	(14,697,344)	(128,592,156)	(10,503,517)	(46,670,876)	(235,545,918)
Overhead Expenses	(2,931,285)	(6,709,402)	(3,409,575)	(36,523,081)	(4,427,271)	(694,709)	(54,695,323)
Depreciation	(2,167,632)	(44,716)	(92,502)	(54,946,058)	(53,612)	(120,714)	(57,425,234)
Net Income\ (Deficit)	(23,824,686)	(5,891,944)	122,163,373	(77,900,374)	(4,272,645)	(5,578,160)	4,695,564
Capital Expenditure							
Capital Income	2,000			34,053,045	1,523,090	1,156,769	36,734,904
Capital Purchases	(570,084)	-	(5,552,577)	(97,799,184)	(2,140,823)	(2,800,295)	(108,862,963)
Total Capital Expenditure	(568,084)	-	(5,552,577)	(63,746,139)	(617,733)	(1,643,526)	(72,128,059)
Total	(24,392,770)	(5,891,944)	116,610,796	(141,646,513)	(4,890,378)	(7,221,686)	(67,432,495)

Statement of Significant and Commercial Business Activities

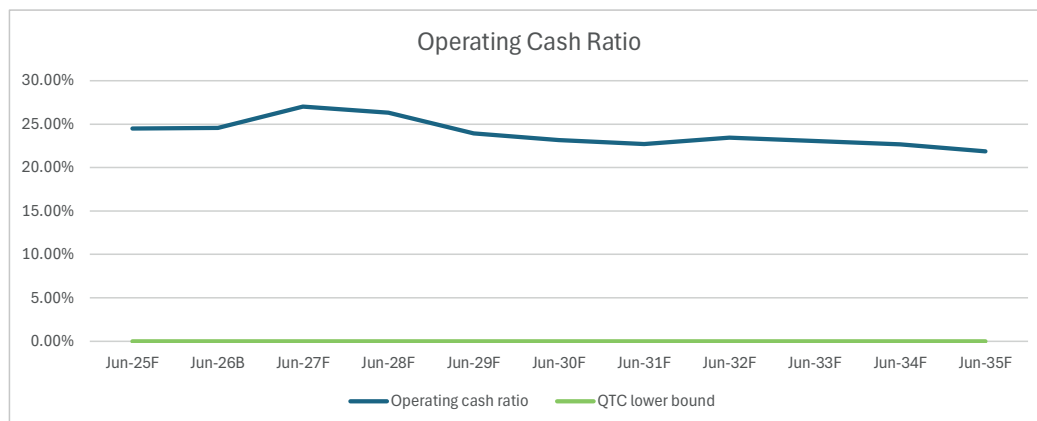
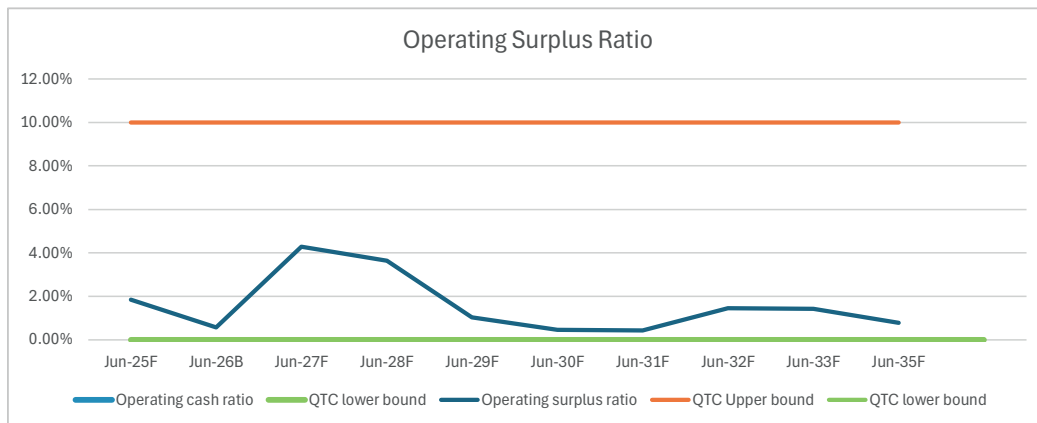
	Income	Expenses	Net Results
2025/26 Budget			
Roads	3,943,409	57,946,985	(54,003,576)
Building Certification	139,868	560,417	(420,549)
Water	55,535,425	61,490,334	(5,954,909)
Waste Management	30,248,731	30,219,564	29,167
Gladstone Entertainment & Convention Centre	1,877,601	6,750,016	(4,872,415)
Sewerage	43,559,952	40,445,176	3,114,775
2026/27 Forecast			
Roads	4,081,429	59,921,801	(55,840,373)
Building Certification	144,763	584,414	(439,650)
Water	57,322,186	63,602,743	(6,280,556)
Waste Management	31,267,981	31,308,645	(40,664)
Gladstone Entertainment & Convention Centre	1,943,317	6,918,111	(4,974,794)
Sewerage	46,157,556	41,760,149	4,397,407
2027/28 Forecast			
Roads	4,224,279	61,904,014	(57,679,736)
Building Certification	149,830	605,635	(455,805)
Water	59,170,540	65,741,967	(6,571,427)
Waste Management	32,321,622	32,411,487	(89,864)
Gladstone Entertainment & Convention Centre	2,011,333	7,077,660	(5,066,327)
Sewerage	48,927,001	43,114,983	5,812,018

Key Financial Sustainability Metrics

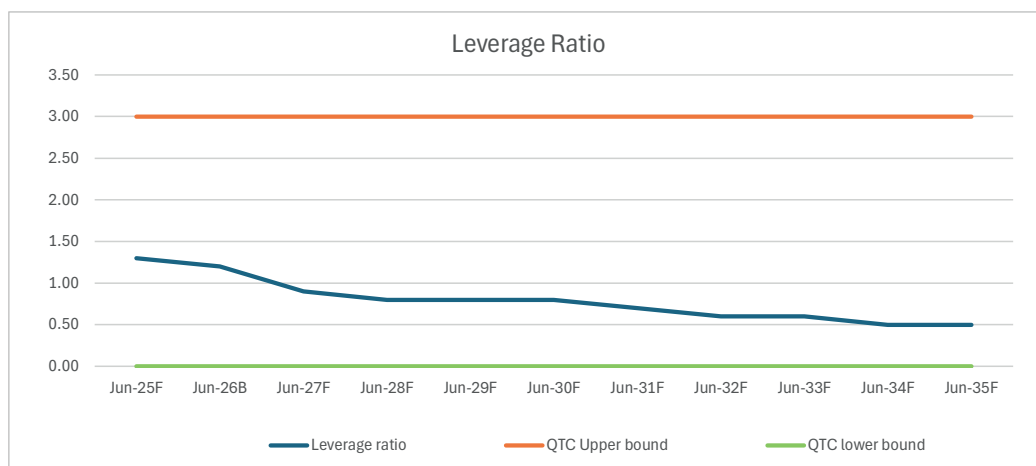
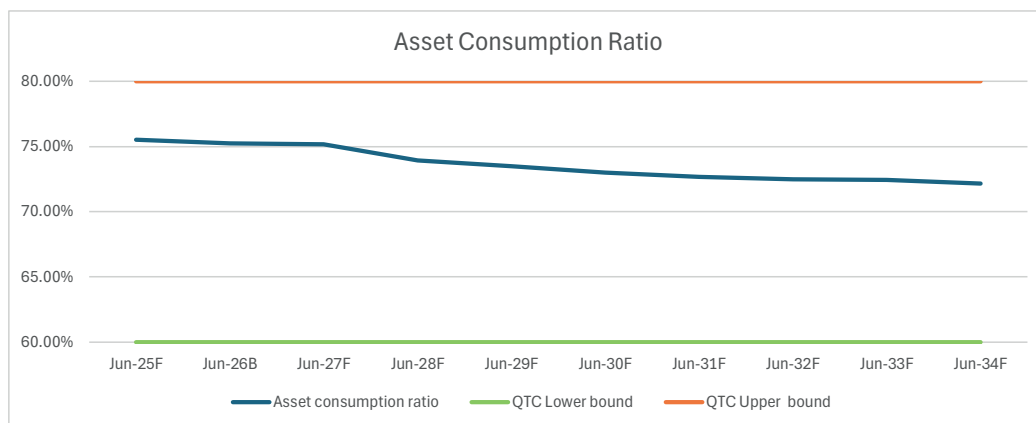
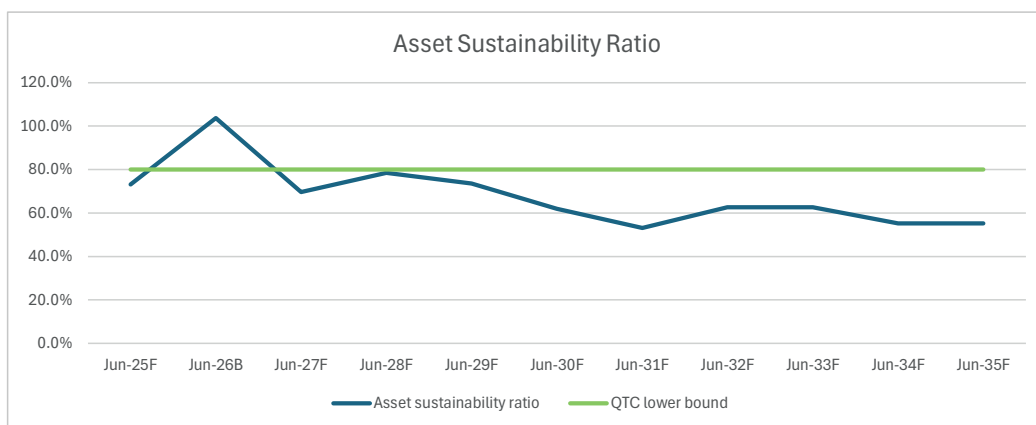
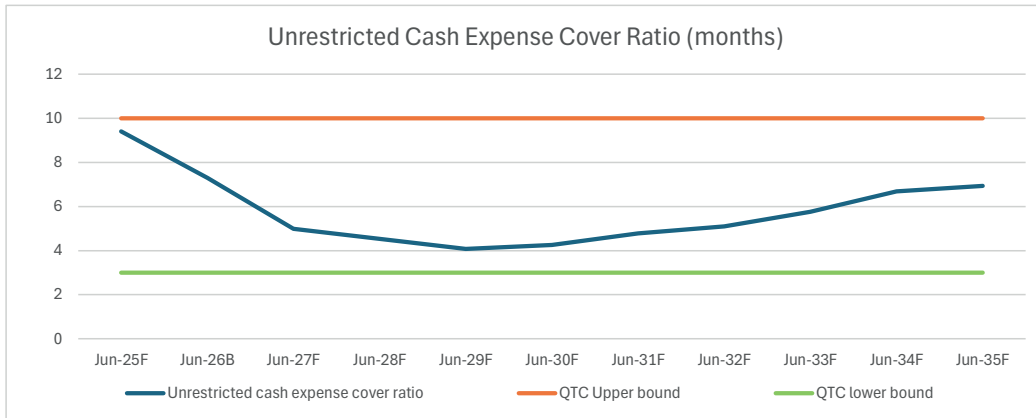
Type	Measure (as per Guideline)	Target (Tier 3)	Actual Current Year	5-Year Average
Financial Capacity	Council-Controlled Revenue*	na	83.90%	83.22%
	Population Growth*	na	2.35%	1.17%
Asset Management	Asset Renewal Funding Ratio*	na	108.97%	na

* The Council-Controlled Revenue, Population Growth, and Asset Renewal Funding Ratio measures are reported for contextual purposes only and do not have a target. They are not audited by the QAO.

Type	Measure (as per Guideline)	Target (Tier 3)	Actual Current Year	5-Year Average
Operating Performance	Operating Surplus Ratio	Greater than 0%	1.85%	-3.87%
	Operating Cash Ratio	Greater than 0%	24.49%	19.15%
Liquidity	Unrestricted Cash Expense Cover Ratio	Greater than 3 months	9.4 months	na
Asset Management	Asset Sustainability Ratio	Greater than 80%	135.28%	121.28%
	Asset Consumption Ratio	Greater than 60%	75.53%	70.93%
Debt Servicing Capacity	Leverage Ratio	3 times	1.3 times	-0.3 times



Key Financial Sustainability Metrics



Capital Portfolio for 1 July 2025 to 30 June 2026

Asset Class: Arts & Culture

Project Description	Expenses
GRAGM Art Collection	10,000
GECC Rolling Capital Replacement Fund	225,000
	235,000

Asset Class: Bridges & Jetties

Project Description	Expenses
Lord Street Culvert - Concrete Remedial Repair	311,800
Lions Park, Gladstone - Pedestrian Bridge Repair/Replace	220,000
Red Rover Bridge, Gladstone (NRG Loop) - Bridge Upgrade	1,538,584
Granite Creek Culvert on Lowmead Road Renewal	2,846,698
Palm Dr Culvert (near Sports Oval) - Concrete Culvert Renewal	580,102
	5,497,184

Asset Class: Community Wellbeing

Project Description	Expenses
Mount Larcom Rural Transaction Centre Refurbishment	139,567
Gladstone Aquatic Centre - 50m Pool Retiling	399,528
	539,095

Asset Class: Contracts & Facilities

Project Description	Expenses
Creating Spaces - Amenities and Corporate Facilities	305,082
GECC Backup Generator	732,487
Gladstone Waste Transfer Station Staff Facilities	275,617
	1,313,186

Asset Class: Fleet

Project Description	Expenses
Fleet Replacement	6,000,000
	6,000,000

Asset Class: Footpaths

Project Description	Expenses
Harbour Arbour	522,826
Footpath Renewals - Various Locations	600,000
Turtleway - Pedestrian Bridge Replacements	4,000
Muirhead Street, Calliope - Dawson Highway to Taragoola Rd (PCS)	88,905
	1,215,731

Capital Portfolio for 1 July 2025 to 30 June 2026

Asset Class: Information Technology

Project Description	Expenses
ICT Laptop Purchases	300,000
ICT Infrastructure Replacement	265,000
	565,000

Asset Class: Parks & Environment

Project Description	Expenses
Air Sea Rescue Park - Boardwalk Renewal	1,525,876
Blain Park (Cemetery Road) - Pedestrian Bridge Remedial Works	308,731
Softfall Storage Bins Installation	63,230
Agnes Water Skate Park	1,949,117
Playground Shade Renewals	110,000
Millennium Esplanade - Middle Amenities Upgrade	58,730
Bororen Memorial Park Septic System Capacity Upgrade	493,770
Port Curtis Cemetery Development Section V	212,701
Bororen Cemetery - New Columbarium Wall	87,834
	4,809,989

Asset Class: Carparks

Project Description	Expenses
Seventeen Seventy Marina Precinct Carpark Upgrade	100,202
GECC Multi-Level Carpark Fire Panel Reconfiguration	193,700
Agnes Street, Agnes Water - New carpark	803,179
	1,097,081

Asset Class: Roads

Project Description	Expenses
Kirkwood Road, Gladstone - Four Lane Concept Design	50,000
Rocky Crossing Road Round Hill - Stabilise Pavement	343,518
Deepwater Rd, Deepwater - Rehabilitation/Strengthen Pavement and Widen	50,000
Murphy Road, Captain Creek - Stabilise Pavement	220,000
Gravel Resheets - Various Locations	4,500,000
Lowmead Road, Lowmead - Road renewal (Stage 3)	1,059,111
Tableland Road, Calliope Pavement Rehab	1,173,714
McPherson St, Rosedale - Replace Kerb & Channel, Rehabilitate Between Diamond Hill Rd & James St	425,500
Lowmead Road, Lowmead - Pavement rehabilitation	115,897
Lowmead Road Safety and Sealing Upgrade	4,245,341
Bindaree Road Mount Tom Realignment	236,000
Morcom St, Calliope - Pavement Rehab	258,004
The Narrows Rd, Mt Larcom - Pavement Rehab	55,925
Diamond Hill Rd, Rosedale - Pavement Rehab	246,375
Deepwater National Park Fire Trail Stage 1 – Maude Hill Road to Palm Grove Road	1,895,518
Round Hill Road - Stage 2 Pavement Renewal	2,285,662
Springs Road, Agnes Water - Pedestrian Refuge	500,000
	17,660,565

Capital Portfolio for 1 July 2025 to 30 June 2026

Asset Class: Sewerage

Project Description	Expenses
Calliope River Rest Area Amenities	616,367
Captain Cook Drive, Agnes Water - Relocate Sewer Main due to Beach Erosion	30,000
Agnes Water / 1770 SPS Access Cover Replacement Program	75,000
Agnes Water/1770 - Sewer Manhole Replacement	4,405
Agnes Water/1770 - SPS Asset Renewal Program	106,200
Calliope Odour & Corrosion Control SPS CAL02	1,222
Boyne Island - Sewer Main Renewal	70,000
Calliope - Sewer Main Renewal	70,000
TAN04 SPS Renewal and Upgrade	1,840,509
Calliope WWTP - Plant Inlet Screening Replacement and Grit Removal	1,420,000
Boyne Island SPS Access Cover Replacement Program	30,000
Calliope SPS Access Cover Replacement Program	25,000
Tannum SPS Access Cover Replacement Program	37,500
Tannum Sands - Sewer Manhole Replacement	40,513
Realign/Replacement of TAN01 Sewer Rising Main	30,000
BOY 1 and BOY 2 Sewerage Odour and Corrosion Controls	7,800
Boyne Island - SPS Asset Renewal Program	58,200
Calliope - SPS Asset Renewal Program	47,600
Tannum Sands - SPS Asset Renewal Program	69,900
WWTP Irrigation (Calliope District Golf Club Inc) Stowe Road	230,000
Calliope WWTP - Review Aeration Capacity	1,556,000
Tannum WWTP Inlet Works Upgrade	1,690,067
Tannum Sands WWTP Solar Panels	163,338
Boyne Island - Sewer Manhole Replacement	24,345
A01 to Gladstone WWTP - Replace Section of Main	1,000,000
Gladstone SPS Access Cover Replacement Program	100,000
Gladstone Sewer Mains Renewal	2,168,717
Gladstone - Sewer Manhole Replacement	100,000
Gladstone - SPS Asset Renewal Program	492,925
Gladstone WWTP – IDS Replacement	8,326,998
Wastewater Treatment Plant Optimisation	2,500,000
Yarwun SPS Access Cover Replacement Program	20,000
Yarwun - SPS Asset Renewal Program	106,162
Yarwun WWTP Diversion to GWWTP	3,167,000
Curtis Island Power Replacement	15,000
Curtis Island Air Valve Chamber Modification to Address Safety Issues	252,152
Alf Larson WWTP Upgrade	633,968
	27,126,888

Asset Class: Sport & Recreation

Project Description	Expenses
Boyne/Tannum Aquatic Centre	9,166,331
Marley Brown Oval Master Plan Development	1,170,000
	10,336,331

Capital Portfolio for 1 July 2025 to 30 June 2026

Asset Class: Stormwater

Project Description	Expenses
Stormwater Pipe Relining - Various Locations	141,845
Dalga Rd, Boyne Valley - Renew Culvert Structure	486,893
Curlew Drive Stormwater Network Upgrade	70,000
Maude Hill Rd, Culvert Replacement	3,571
Yarroon Street - Additional Kerb Inlet	52,000
Blackman Gap Stormwater Pipe Replacement	728,000
Urgent Stormwater Repairs - Endeavour Street	233,154
	1,715,463

Asset Class: Waste

Project Description	Expenses
Renewal of Compactor and Conveyor at Gladstone Transfer Station	295,000
Waste Infrastructure	300,000
Benaraby Landfill - Piggyback Liner System	187,939
Benaraby Landfill Cell 3b	1,500,000
	2,282,939

Asset Class: Water

Project Description	Expenses
Reactive Maintenance	5,000,000
Seventeen Seventy Water Filling Station	27,791
Agnes Water Water Treatment Plant Upgrade	2,791,927
Agnes Water - Water Asset Renewal (Electrical & Booster Pumpstation)	425,167
Bororen Reservoir Renewal	407,221
Replace QAL Water Line	1,880,000
Lake Awoonga Zone Control Valves	247,327
Watermain Connecting 22 The Oaks Road to Canoe Point Road	99,575
Lake Awoonga - Mains Renewal - Glenlyon Road	238,550
Auckland Street Watermain Renewal	3,254,120
Calliope Water Filling Station	9,417
Advanced Metering Infrastructure (AMI) for Water Services - Lake Awoonga	5,297,445
Lake Awoonga - New Water Meters	10,000
Round Hill Reservoir	4,387,030
Miriam Vale Trunk Water Main Renewal	120,000
Bororen WTP - Site Asset Upgrade & Optimisation	560,788
	24,756,356
	105,150,809



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GLADSTONE
REGIONAL COUNCIL